

Invitation to Tender for the Fifth Call for Outline Proposals  
under the Plan for European Cooperating States (PECS) in  
Cyprus

# HANDBOOK

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# BASIC OF ESA PROCUREMENT

16/06/2021



This handbook material does not contain sufficient information to be used, in any way, in the context of the ITT (Invitation-to-Tender)

This handbook is only an introduction to help understand, in a simplified manner, some of the Rules and Procedures associated with ESA procurements.

Please ensure that your Outline Proposal is compliant with the requirements contained in the **official** ITT [AO/1-10838/21/NL/SC] documentation found on esa-star.

**Registration in esa-star is an essential pre-requisite to bid!**

To register in esa-star:

<https://esastar-emr.sso.esa.int/>

# HANDBOOK – BASIC OF ESA PROCUREMENT

## ESA electronic procurement tools



<https://doing-business.sso.esa.int/>



- Portal for access to the entire esa-star toolset, including associated ESA corporate applications like esa-p
- All applications are connected, making it easier for users to access the systems and retrieve information
- Optimised and supported for use with the Google Chrome browser

DOING BUSINESS WITH ESA



### Doing Business with ESA

This portal provides access to the different ESA IT Corporate Applications for all economic operators doing business with, or intending to interact with, ESA.

A click on the "More Details..." button provided for each IT Corporate Application reveals a brief description which explains the purpose of and process supported by the related system. To access any of the applications, please use the "Access" buttons. Some systems can be entered as a guest user, without the need to log-in. However, functionalities and data available will be limited. Additional information about the ESA Procurement Process and further useful links for economic operators are provided on the right-hand side.

esa-star  
Registration

More Details... Access

esa-star  
Tendering

More Details... Access

esa-star  
Publication

More Details... Access

esa-star  
esa-match

More Details... Access

esa-star  
ECM

More Details... Access

esa-p

More Details... Access

About ESA's Procurement Process

Useful Links



# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Registration

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**Register in esa-star Registration**

esa-star Registration

More Details... Access

Login Register your entity

esa-star Publication

More Details... Access

esa-star esa-match

More Details... Access

esa-star ECM

More Details... Access

esa-p

More Details... Access

About ESA's Procurement Process

Useful Links

Doing Business with ESA v. 1.0

Contact Us

YouTube Twitter Facebook Instagram

Registration on **esa-star** is a pre-requisite for all entities wishing to do business with ESA.

**esa-star Registration** supports the following processes:

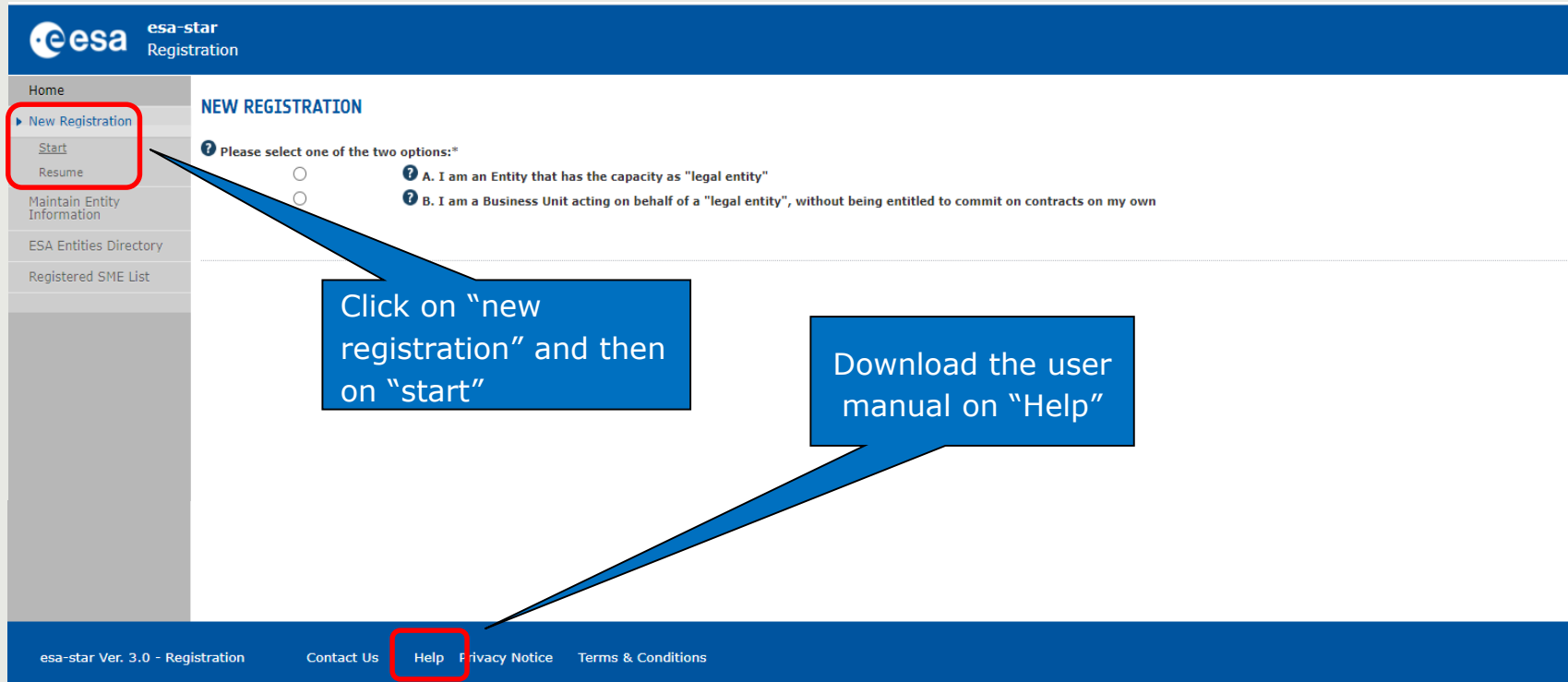
- Registration of Legal Entities in the ESA corporate systems for tendering, purchase and financial tasks
- Collection and regular update of data provided by the registered entities used by ESA procurement, industrial policy and finance processes
- Registration and maintenance of entities' user information, in order to grant them access to the **esa-star Registration**, **esa-star Publication**, **esa-star Tendering**, **esa-match**, **esastar ECM** and **esa-p systems**.

**esa-star Registration** is made up of the two principal components:

- **esa-star Registration Public Web Site**: this application allows registration of a new entity in the ESA corporate tools.
- **esa-star Registration Internal Web Site**: this application allows updating of entity information as required and maintenance of entities' user account information, i.e. in order to grant entity users access to the **esa-star Tendering**, **esa-star Publication**, **esa-match**, **ECM** and **esa-p systems**.

# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Registration



The screenshot shows the 'esa-star Registration' interface. On the left is a navigation menu with 'New Registration' highlighted by a red box. Below it are 'Start' and 'Resume' links. The main content area is titled 'NEW REGISTRATION' and contains a question: 'Please select one of the two options:'. Two radio button options are listed: 'A. I am an Entity that has the capacity as "legal entity"' and 'B. I am a Business Unit acting on behalf of a "legal entity", without being entitled to commit on contracts on my own'. A blue callout box points to the 'New Registration' and 'Start' links with the text: 'Click on "new registration" and then on "start"'. Another blue callout box points to the 'Help' link in the footer with the text: 'Download the user manual on "Help"'. The footer contains 'esa-star Ver. 3.0 - Registration', 'Contact Us', 'Help' (highlighted with a red box), 'Privacy Notice', and 'Terms & Conditions'.

### To become a “Registered Entity” with ESA (1/2):

1. The first step is to check whether your organisation is currently registered as an “Entity” and/or a “Business Unit” belonging to an existing Entity .

A Business Unit shares the same VAT number with the main Legal Entity.

2. If not, you can register your entity by completing the ESA on-line questionnaire and submitting your entry for validation.

Please mention if you have SME Status (Small and Medium sized Enterprises, definition from the EC). The SME status can be claimed. Validated SMEs within ESA can benefit from special SME tendering and payment conditions (when so defined).

### To become a “Registered Entity” with ESA (2/2):

3. You may carry out your registration in 2 steps:

- ❑ **“Light” registration** awarded after entity nationality verification.

Will grant access to esa-star services (i.e Access ITT, upload offers you are allowed to bid for in relation to your entity nationality).

- ❑ **“Full” registration:**

The award of ESA contracts requires a **“Full”** registration.

4. Once registration is validated, you will receive your login credentials to all esa-star tools.

5. If you need help:

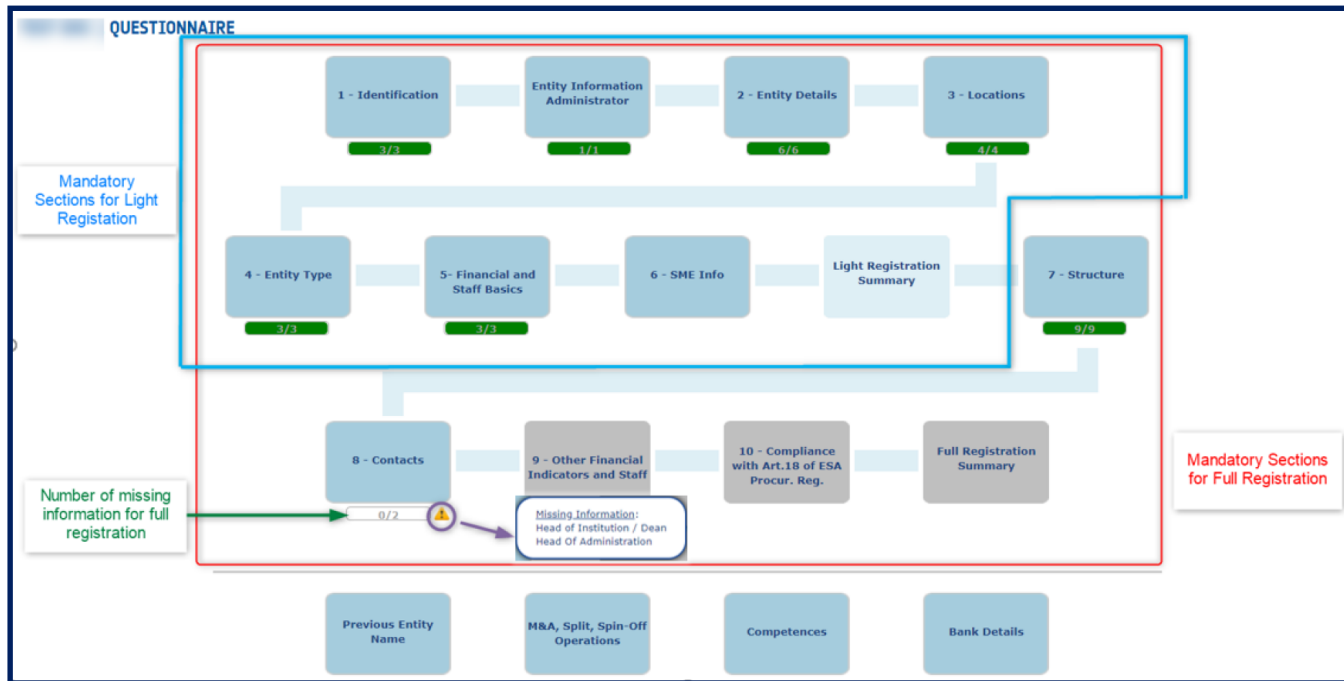
- Email            [esait.Service.Desk@esa.int](mailto:esait.Service.Desk@esa.int)
- Phone            +39 06 941 80700



# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Registration

The following image shows what information to provide for both a *Light Registration* and *Full Registration*.



## Registration in esa-star is essential!

To register in esa-star:

Go to <https://esastar-emr.sso.esa.int/>

Support information in esa-star Registration User Manual:  
<https://esastar-emr.sso.esa.int/Account/DownloadFile>

# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Publication

DOING BUSINESS WITH ESA

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**Access Tenders and  
ESA procurement related news**

Login  
Register your entity

esa-star  
esa-match

More Details... Access

esa-star  
ECM

More Details... Access

esa-star  
Publication

More Details... Access

EMITS  
replacement

esa-p

More Details... Access

About ESA's Procurement Process



Useful Links



# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Publication

The screenshot shows the 'esa-star Publication' website. At the top, there are navigation links: News, ESA Tender Actions, Non ESA Tender Actions, ESA Interacts, and Supporting Documentation. The main header includes the 'esa-star Publication' logo and a 'Log-in' button. The central banner reads 'Welcome to the esa-star Publication System' with a search bar and a dropdown menu set to 'All'. Below this are four main content columns:

- News:** A callout bubble explains that this section includes 'News Events Intended ITTs Announcements'. A sample news item is shown: '24 - Sea-level rise and Sentinel-6'.
- ESA Tender Actions:** A callout bubble explains that this section covers 'Competitive, Direct Negotiation and Restricted Competition Tenders published by ESA'. It lists several tender actions with IDs like '1000028516' and '1000028507'.
- Non ESA Tender Actions:** A callout bubble explains that this section covers 'Competitive ITTs published by other entities under ESA Best Practices scheme'. It lists tender actions with IDs like '20.THAL.054' and '20.THAL.053'.
- ESA Interacts:** A callout bubble explains that this section includes 'Consultations to industry, Requests of information'. It shows an 'Interact\_55' entry with a 'datetime' field.

The footer contains 'esa-star Ver. 3.0 - Publication', 'Contact Us', 'Help', 'Terms & Conditions', and social media icons for Progress, Telerik, YouTube, Twitter, Facebook, and Instagram.

### esa-star Publication

is the starting point for participating in Tender Actions

All registered users have access to esa-star Publication and, depending on their role, are able to:

- View news published by ESA
- Access information on ongoing and planned procurement actions, including ITT documents (ESA and non-ESA)
- Express interest in specific procurement projects
- Initiate proposal preparation by creating a bidder restricted area
- Access ESA interacts and submit a reply to ESA accordingly

# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Publication

The screenshot shows the ESA STAR Publication website interface. The main content area displays a list of tender actions under the heading "Tender Actions - Open Competition Issued". The list includes items like "1-10643 SC 6 - G2 TEST", "1-10580 COPERNICUS SPACE COMPONENT SENTINEL OPTICALIMAGING MISSION PERFORMANCE CLUSTER SERVICE", "1-10593 COMMUNICATIONS SECURITY", "1-10522 COPERNICUS SPACE COMPONENT", and "1-9610 COPERNICUS SPACE COMPONENT".

Callouts highlight key features:

- Quick search:** Located in the top right navigation bar.
- Notifications:** Located in the top right navigation bar.
- Filter your preferences, save your views:** Points to the "Filters" section on the left side of the tender list.
- Set your favourites to receive notifications and updates:** Points to the star icon next to each tender item.
- Download User Manuals:** Points to the "Publication" menu item in the "esa-star" navigation dropdown.

The bottom navigation bar includes links for "Contact Us", "Help", and "Terms & Conditions".

# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Publication

- 1 Full text search
- 2 Mark favourites
- 3 Available filters
- 4 Create a personal view
- 5 Sort your lists
- 6 Export to Excel
- 7 Access details of a tender by clicking its title



# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Publication

Be notified  
of tenders of  
your interest

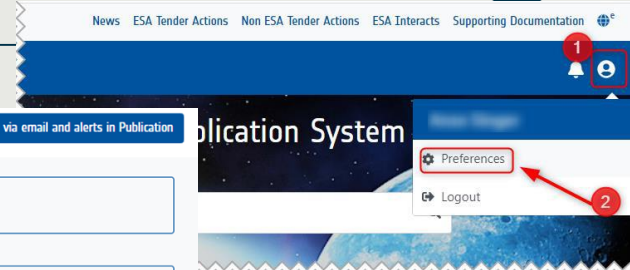
Do you wish to receive notifications from esa-star Publication?  No  Yes, as alerts in Publication  Yes, via email and alerts in Publication

News

Tender Actions (In Open Competition)

ESA Interact

[Save](#)



### Tender Actions (In Open Competition)

YES

1

Update for which types of Tender Actions

Issued By  ESA  Non ESA

Directorate

Tender Actions opened to Economic Operators in my Country

Tender Actions opened to Economic Operators from other Countries

Only for the Tenders for which my entity has expressed interest

2

Receive notifications for

Tender Action Information Updates

Tender Action Package Publication, at Opening Date

Clarifications

Cancellation or Re-issuing

Extension of Closing Date



# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Publication

### Detail of a Tender Action

- 1 Go to esa-match module to find a potential consortium
- 2 Displays the list of submitted Expressions of Interest
- 3 Allows you to express interest  
\* See esa-star Publication Help - manual "Expression of Interest"
- 4 If you wish to submit an offer you have to create a Bidder Restricted Area in esa-star Tendering module
- 5 Allows you to create an ad in esa-match Marketplace (open competition only)

⏪

## MAPPING KEYWORDS 2

★

Status
1-28516
Title and TA number

Intended	Issued	Tender Opening in Progress	Evaluation	Negotiation	Awarded
----------	--------	----------------------------	------------	-------------	---------

Announcement Date  
02/12/2020

Publication/Update date

Last Update On  
02/12/2020 08:51 CET

Update Reason  
Closing Date Changed

The project objectives involve the development of an integrated combination of opto-electronic control technology and optical sub-systems based on high finesse ultra-low-expansion glass optical cavities for the parallel frequency / wavelength stabilisation of multiple narrow-spectral-line-width lasers. It is intended here to develop eventually a prototype to TRL6/7 under the ESA GSTP programme element 6.1, where an essential preliminary part will be first a 9-month de-risking activity to evaluate key thermo-mechanical issues which have been identified under the, now completed, TRP activity. A positive outcome from the proposed de-risking activity would provide the basis to proceed towards achieving TRL6 by 01/2022, which ... Read more

**Directorate** Directorate of Ind., Proc. Legal Serv.

**Establishment** ESTEC

**Open Date** 02/12/2020 08:48 CET

**Closing Date** 14/12/2020 18:00 CET

**ECOS Required** No

**Classified** No

**Price Range**

**Contracts Officer**

**Initiating Service** IPL-PT

**IP Measure** N/A

**Prog. Reference** E/0600-00 - General Studies

**Tender Type** Open Competition

**Open To Tenderers From** CH-DE

**Technology Keywords** 26-OTHERS

**Products Keywords** 14-C-III-Biobarriers  
2-D-1.1.1-b-Motors C&P: Motor housing and shaft, Sliprings,...  
1-A-3.1-b-Heater Control

TA Information

Name	Type
<input type="checkbox"/> STANDARD_Cover_Letter_ITT_april2020 COVID-192020113-155851.docx	Letter of Invitation
<input type="checkbox"/> ReportGridViewExport_AllData_10_13_2020_9_43_14 AM (1).xlsx	Statement of Work
<input type="checkbox"/> EXPRO_Tendering_Conditions_october201920201023-16645.pdf	Tender Conditions

Download

TA Package

Clarifications

Tender Action Package (3)

Clarifications (0)

1

2

3

4

5

Find Business Partners in esa-match

Other Interested Entities

Express Interest

Create Bidder Restricted Area

Create AD in esa-match

# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Publication

Supporting Documentation

Supporting Documentation

ECSS Standards  
www.ecss.nl

ESA Penalty Policy

ESA Security Regulations

ESA Security Regulations, rev. 1

EXPRO  
The following documents, part of the "EXPRO" (EXpress PRocurement) standard package, are made available for information only: EXPRO Tendering Conditions - EXPRO/TC, V9.9 - October 2019; EXPRO Draft Contract for R&amp;D-type activities, V5.9 - October 2019; EXPRO Draft Contract for Small Services, V5.9 - October 2019; EXPRO Proposal Template, V7.7 - October 2019; EXPRO RFP Response Template, V4.6 - October 2019 (used in non-competitive tender actions for which a full proposal is not required). With the exception of the EXPRO Tendering Conditions (EXPRO/TC), which are not subject to context-driven modifications, all the remaining documents explicitly show all the available standard options which may be selected by the Agency for the purpose of a specific EXPRO Invitation to Tender (ITT) or Request for Proposal (RFP). With the exception of the EXPRO Tendering Conditions (EXPRO/TC) which apply in all cases, for the preparation of your proposals in response to a given EXPRO ITT/RFP and for making the declarations of compliance required thereunder, you are kindly invited to exclusively refer to the actual solicitation package (ITT/RFP) as tailored for the specific purpose and to use the templates attached thereto. DRAFT CONTRACT See the attachment: DRAFT\_CONTRACT\_SMALL\_SERVICES\_October2019\_EMITS.002.pdf See the ...

General Clauses and Conditions for ESA Contracts - ESA/REG/002  
Reference Documentation Administrative Documents General Clauses and Conditions for ESA Contracts ESA/REG/002 See the attachment: ESA-REG-002\_GCC.pdf Document complet en Fran?ais (sera publi? ult?riurement)

General Clauses and Conditions for ESA Contracts - ESA/REG/002, Rev.1  
Reference Documentation Administrative Documents General Clauses and Conditions for ESA Contracts ESA/REG/002, Rev.1 See the attachment: ESA\_REG\_002\_GCC\_rev\_1.pdf

General Clauses and Conditions for ESA Contracts - ESA/REG/002, Rev.2  
Reference Documentation Administrative Documents General Clauses and Conditions for ESA Contracts ESA/REG/002, Rev.2 See the attachment: ESA-REG-002rev2-French.pdf

Technical Standards  
Publication Date: 18/03/2021

Administrative Documents  
Publication Date: 18/03/2021

Administrative Documents  
Publication Date: 18/03/2021

Administrative Documents  
Publication Date: 18/03/2021

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Publication Date: 18/03/2021

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Publication Date: 18/03/2021

Administrative Documents  
Publication Date: 18/03/2021

esa-star Ver. 3.0 - Publication

Contact Us Help Terms & Conditions

Progress Track

Many technical, administrative and contractual standards and documents (e.g. PSS-A forms, ESA GCC, engineering standards etc)

# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-match

DOING BUSINESS WITH ESA

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**Network, find partners, advertise**

esa-match Directory Marketspace Tenders Match Area

esa esa-star esa-match

esa-match

Welcome to the European Space Agency's matchmaking portal for industrial entities

**esa-match Directory**  
Complete your esa-match profile and showcase your competences and capabilities. Find others easily

**Marketspace**  
Let others know about your needs, ideas and upcoming projects and search for suitable collaborators

**Tenders**  
Browse tenders and Marketspace ads and identify the right partners and business opportunities

**Match Area**  
Search in all tenders, Marketspace ads and esa-match profiles to find a match

All (Match Area) Q

### esa-match profile pages for each Business Unit + Legal Entity

- Competences & Capabilities
- Experience (ESA contracts, other projects and studies [non-ESA]); Certifications)



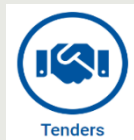
### esa-match Directory

- find entities. Option to filter, display them on a map, etc



### Marketplace

- place “ads” (and link them to tenders)
- “I’m looking for” + “I offer”



### Tenders area

- search Tenders and ESA Interacts (new ESA Publication feature)
- area to find suitable “matches” (depending on competences set, country, etc)



### “Lounge area” (communications area)

- for messages between industrial entities

### Entity Profile Page

esa-match Directory MarketSpace Tenders Match Area

esa-match Directory MarketSpace Tenders Match Area

Space Entity bv is a supplier of high-reliability components for the space industry.

- Entity Description

**Entity Information**

Entity Code: 1000233723  
Business Unit Code: 8000238435  
SME Status: Yes  
LSI: No  
Nationality:

- Entity Information (from esa-star Registration)
- Financial Range Information
- Social Media Information

**Competences & Capabilities**

- Competences (GPT + Technology Tree)
- Products and Services
- Testing & Manufacturing Facilities and Labs

**Experience**

- Top 10 ESA Contracts
- Other Projects

**Business Units**

No data available

**Certifications**

No data available

esa-star Ver. 3.0 - esa-match Contact Us Help

### esa-match directory

- To display, search and browse the list of entities in esa-match
- Entities are displayed in 2 different views:
  - As a list (by default)
  - As an interactive map (by clicking on **“Show Map”**)



- List of entity profiles
- Map view of entities. A click reveals additional information and links to an entity's profile page

The screenshot displays the esa-match directory interface. At the top, there is a search bar containing 'esa-match Directory' and a 'Filters' section. Below the search bar, it shows 'Results : 356 item(s) found'. The results are listed in a table-like format. The first result is 'esa-star Rel 3.0 - PO Entity 2', which is highlighted with a red arrow. To the right of the results, there is a map view of Rome, Italy. A red arrow points to a specific location on the map, which is highlighted with a red box. A pop-up window shows the details for 'Primo S.p.A.', including its Entity Code (1000005206), Business Unit Code (8000018689), and Nationality (IT:Italy).

esa-match  
marketplace

### Ad Details

#### My Sentinel-5 Ad

We are looking for a consortium member 👤 ☆

My text for the abstract

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**Published on:** 23/09/2020

**Expiration Date:** 04/09/2022

**Looking for Entities In:** IT-Italy 🇮🇹

**Type of Entity Wanted:** Any

**Status:** Published


**Link at the Tender Action:** [🔗](#)

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DESCRIPTION FROM BUILD REVIEW #5 TEST ELASTIC

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#### Entity Information

 **Test POEntityNewRegistration**  
1000033634 - 8000038670  
IT-Italy

[CONTACT ENTITY](#) [REPORT AN ISSUE TO ESA](#) [CLOSE](#)



### esa-match Tenders

My Entity Profile esa-match Directory Marketplace Tenders Match Area

esa esa-star esa-match

Tenders

My Favorite Tenders  
▼ Saved Search  
Tender Actions

Filters

Results : 150 items found Export in Excel

Most Recent A-Z 10

**TENDER OPPORTUNITY ISSUED**

**PROOF OF CONCEPT OF USER SEGMENTS TECHNOLOGIES**

**Entities having Expressed Interest**

- Sentinel-5 Entity BV
- Space Entity Inc

**Ads Matching a Tender**

- Sentinel-5P operations
- Space debris – Time to Act
- Champs

**Potential Matching Entities**

- System Integrated Entity
- Mars Entity
- Jupiter Entity

**Expressions of Interest**  
This section shows all entities that have expressed interest in this particular tender (via esa-star Publication, the new EMITS)

**Ads linked to the tender**  
This section shows all ads in the Marketplace linked to the tender which were placed by entities

**Other Matching Entities**  
This section shows entities with matching Product and Technology keywords, identified automatically by the system

# HANDBOOK – BASIC OF ESA PROCUREMENT

## esa-star Tendering

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Doing Business with ESA v. 1.0

Contact Us



# HANDBOOK – BASIC OF ESA PROCUREMENT

## ESA – STAR Tendering

### esa-star Tendering (<https://esastar.sso.esa.int/>)

- covers the end-to-end tendering process
- supports offer preparation and submission to ESA for evaluation,
- management of clarifications and extension requests for Tender Actions

When you find an ITT in **in esa-star publication** for which you want to bid, you choose



You will be re-directed you to **esa-star Tendering** where you create your dedicated work area (the Bidder's Restricted Area). Here you may:

1. submit clarification and extension requests up to the deadlines set by ESA.
2. upload and submit offers to ESA.
3. recall your proposal at any time before the closing date.

Video: [http://www.esa.int/spaceinvideos/Videos/2016/03/Bidder\\_Restricted\\_Area\\_creation\\_and\\_structure](http://www.esa.int/spaceinvideos/Videos/2016/03/Bidder_Restricted_Area_creation_and_structure)

# HANDBOOK – BASIC OF ESA PROCUREMENT

## ESA – STAR Tendering

esa-star  
Tendering

CONTACT US

You can contact esait Service Desk from Monday to Friday from 8:00 to 18:00 CET at:  
esait Service Desk - ESA Corporate Applications: 80700 (option 2)  
External lines: +39 06 941 80700  
Email: [esait\\_service\\_desk@esa.int](mailto:esait_service_desk@esa.int)

esa-star Ver. 3.0 - Tendering    Contact Us    **Help**    Terms & Conditions

esa-star

Contents Search

- esa-star
  - Tendering**
  - Training
  - Tutorials
  - FAQs
  - Virtual Sessions Record
  - Registration
  - ASTRA
  - ICAPA
  - Publication
  - esa-match
  - ECH
  - Security Best Practices
  - ESA-STAR Documents Ch...

Download User Manuals

Questions on  
**esa-star Tendering?**

Video: [http://www.esa.int/spaceinvideos/Videos/2016/03/Offer Preparation and Submission](http://www.esa.int/spaceinvideos/Videos/2016/03/Offer_Preparation_and_Submission)

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**ESA Portal for suppliers**

esa-star  
Registration

More Details... Access

Login  
Register your entity

esa-star  
Tendering

More Details... Access

esa-star  
Publication

More Details... Access

esa-star  
esa-match

More Details... Access

esa-star  
ECM

More Details... Access

esa  
esa-p

More Details... Access

About ESA's Procurement Process

Useful Links



### You won't need to access **esa-p** until you have a contract with ESA

1. All financial aspects, like advance payments, milestones achievements with deliverables and invoicing/payments are dealt with using **esa-p**, ESA's financial tool based on SAP
2. You can request a username and password to our helpdesk:  
[esait.Service.Desk@esa.int](mailto:esait.Service.Desk@esa.int) or +39 06 941 80700, option 2  
From 08:00 to 18:00 CET/CEST, Monday to Friday

Tutorials on how to use ESA-P are available on the supplier's portal:

<http://esa-p-help.sso.esa.int>



### Important note for contract payments:

1) Advance payment is transferred after the signature of contract and submission of Advance Payment Request (APR) in esa-p:  
[http://esa-p-help.sso.esa.int/Extended\\_Guide\\_How\\_to\\_submit\\_and\\_approve\\_an\\_Advance\\_Payment\\_Request.pdf](http://esa-p-help.sso.esa.int/Extended_Guide_How_to_submit_and_approve_an_Advance_Payment_Request.pdf)

2) Milestone payments are released after submission of Confirmation and Invoice in esa-p with relevant deliverables approved by ESA Technical Officer attached:

[http://esa-p-help.sso.esa.int/Extended\\_Guide\\_How\\_to\\_submit\\_and\\_approve\\_a\\_MAC\\_confirmation.pdf](http://esa-p-help.sso.esa.int/Extended_Guide_How_to_submit_and_approve_a_MAC_confirmation.pdf)

[http://esa-p-help.sso.esa.int/Extended\\_Guide\\_How\\_to\\_submit\\_and\\_approve\\_an\\_Invoice.pdf](http://esa-p-help.sso.esa.int/Extended_Guide_How_to_submit_and_approve_an_Invoice.pdf)

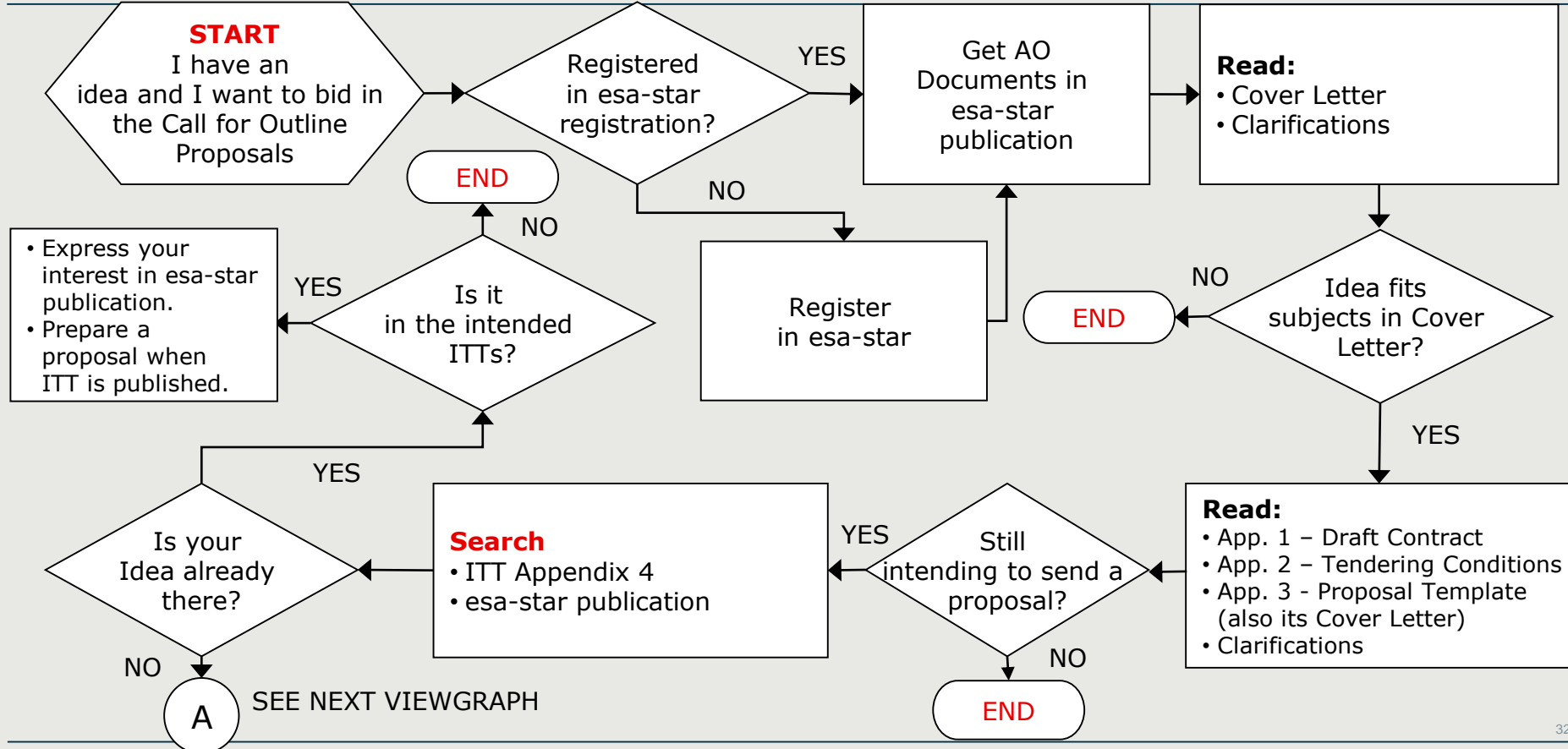
3) Tax exception:

Intra-community transactions supplied to an International (Governmental) Organisation (**like ESA**) are free of VAT according to Directive 2006/112/EC Article 151 1.b. if the related exemption form (still referring to Directive 77/388/EEC - Article 15/10) is issued and provided to the entitled supplier. Note subcontractor does not receive any VAT exemption certification, only the contractor who has a legal binding contract with ESA:

[http://esa-p-help.sso.esa.int/no\\_VAT\\_details.html](http://esa-p-help.sso.esa.int/no_VAT_details.html)

# HANDBOOK – BASIC OF ESA PROCUREMENT

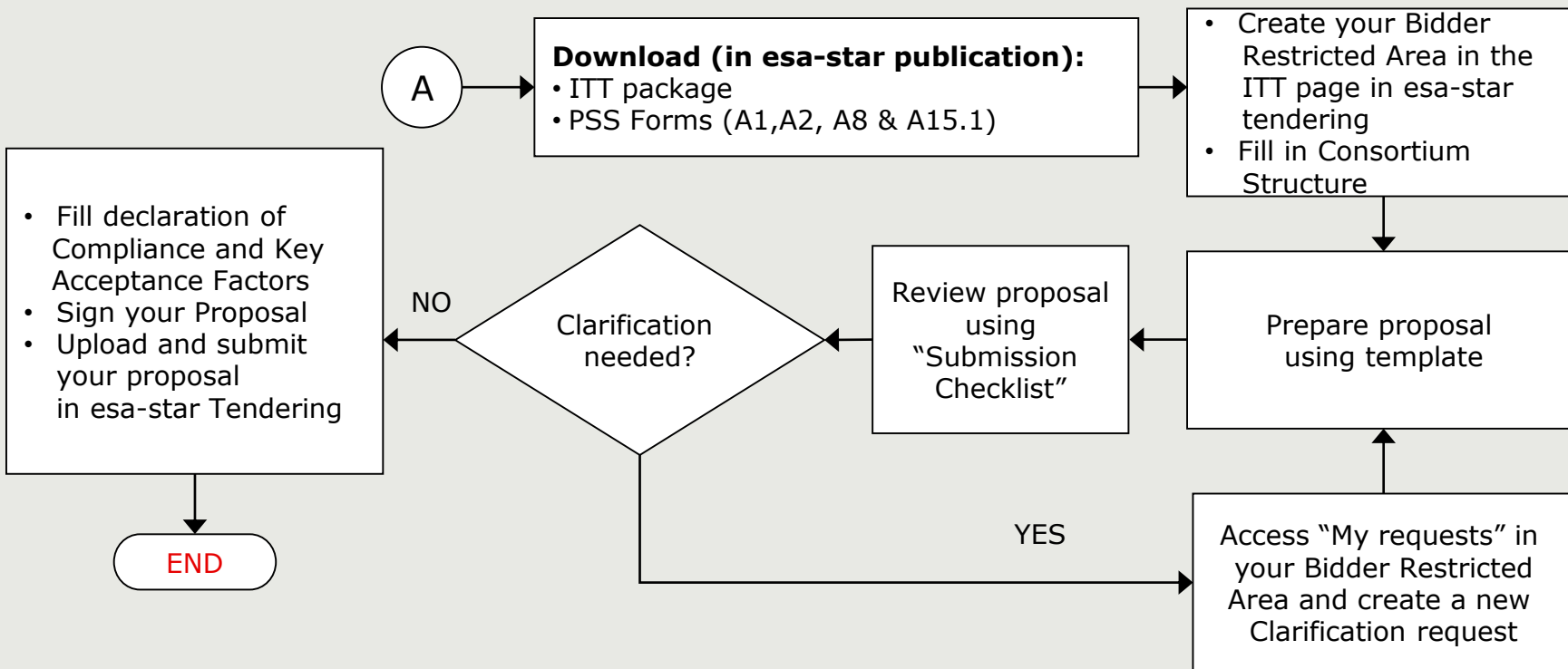
## Basic Step-by-Step Recipe





# HANDBOOK – BASIC OF ESA PROCUREMENT

## Basic Step-by-Step Recipe



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## Basic Step-by-Step Recipe

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- **ALL** questions related to this Invitation to Tender must be submitted via **esa-star Tendering** in your Bidder Restricted Area.
- Those Questions and Answers that are of relevance to all Tenderers, will be published on esa-star publication as a clarification for the benefit of all Tenderers.